

Department of Defense Personnel Recovery Update

April - June 1999

Issue 6



3D ANNUAL DoD PR CONFERENCE

DPMO will host the 3d annual DoD Personnel Recovery Conference at the Defense Logistics Agency headquarters, Fort Belvoir, Virginia, October 26-28, 1999.

DPMO intends to invite the senior leadership of the Department, the combatant commands, the Joint Staff, other government agencies, and key members of the recovery communities of several of our Allies to participate in the conference. In past conferences, the operations-oriented representatives of the combatant commands (i.e., J3 reps) dominated the participation. In an effort to expand the base of participants and solicit wider feedback from functions critical to the success of all recovery operations, we encourage the commands to send J2 representatives in addition to representatives of the J3

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Message from the DASD

Members of the Personnel Recovery Community —

The Personnel Recovery community has been extremely busy in the last few months. In Kosovo, USEUCOM's recovery planning has been tested and found to be thorough and effective. Two successful combat recoveries saved our pilots and prevented our enemies from exploiting them. Congratulations to the hard working men and women of the Air Force Special Operations Command (AFSOC) and the Personnel Recovery Coordination Center in Vicenza. Additionally, Reverend Jesse Jackson reminded us that military means of recovery is just one aspect of the full spectrum of personnel recovery as he successfully arranged the release of our three POWs and brought them home safely.

I recently visited US Central Command (USCENTCOM), US Special Operations Command (USSOCOM), AFSOC, and Detachment 2 of the 66th Training Squadron during a whirlwind trip to Florida. I received excellent briefings on how each of these units are preparing for and executing personnel recovery missions. I also met with CINCCENT, CINCSOC, and the Commander of AFSOC. During my meetings with these great leaders, they expressed some of their concerns regarding personnel recovery. CENTCOM voiced significant unease over the interval between initial SERE training and refresher training concerned that the interval is much too long. In response to his concerns, USCENTCOM now requires crew members entering the CENTCOM Area of Responsibility to receive refresher training within the last three years. CINCENT, CINCSOC and I also discussed the fielding of the Combat Survivor Evader Locator (CSEL) system and its many delays. Both commanders believe fielding of the CSEL should be one of our highest priorities and I promised to continue to pursue the issue. I also discussed the fielding of the CV-22 with CINCSOC and Maj Gen Holland, Commander of AFSOC. Since the CV-22 is not a one-for-one replacement for the CH-53's, the replacement dates are critical and the fielding challenges many. It was evident through my conversations that the CV-22 could revolutionize many aspects of personnel recovery. High operations tempo is also a consistent concern.

When an MH-53 from the 20th Special Operations Squadron was lost this month, we were reminded again of how dangerous it is to fly in the low-level, night environment. Our thoughts and prayers go out to the family of the crewmember who perished and we wish a speedy recovery to those who were injured. Their sacrifices were not made in vain.

In closing let me say that I am very pleased with how we are prosecuting our mission. We have accomplished much in the last year, but we still have a way to go. Keep up the good work!

— Bob Jones

*Deputy Assistant Secretary of Defense
(POW/Missing Personnel Affairs)*



**"Heroes come along
when you need
them."**

—Ronald Steel
Opening words of
"Will He or Won't He."

THE COAST GUARD PERSPECTIVE

*Welcoming Remarks by Vice Admiral James C. Card
at "Search & Rescue — The Americas Conference"
Arlington, VA May 20, 1999*

SEMPER PARATUS

... In the United States Coast Guard today, we are indeed very proud of the fact that we respond to over 60,000 calls for assistance each year, and save approximately 4,000 lives. We also recognize however, that despite our reputation as "The Lifesavers" and "The Guardians of the Sea" that we cannot rest on our laurels or become complacent. We must seek out opportunities to learn and improve.

As many of you know, we in the U.S. Coast Guard don't have the luxury of being singularly focused on Search and Rescue. Consider for a moment that in addition to the above 4,000 lives saved, the Coast Guard last year:

- Saved over 2.5 Billion Dollars in property.
- Prevented over 80,000 pounds of cocaine and over 31,000 pounds of marijuana from reaching America's streets. That's millions of hits and joints that never reached the streets and playgrounds of America.
- Conducted over 14,000 fisheries law enforcement boardings. The purpose was to safeguard those vessels and fishermen, and enforce fisheries management plans to guarantee the future of this important renewable resource.
- Responded to over 12,000 reports of water pollution or hazardous material releases.
- Maintained 50,000 buoys and other aids to navigation over 47,000 miles of coastlines and waterways.
- Educated the public on personal flotation devices and enforced Boating While Intoxicated laws to protect the lives of recreational boaters.
- Ensured the safe passage of over 1 million commercial vessels through congested harbors by means of our Vessel Traffic Services.
- Set and enforced fire safety and training standards for cruise ships to prevent fires from occurring and if they do to keep them from becoming major catastrophes.



This multitude of issues brings the Coast Guard's unique talents into focus. It also demonstrates the very real need that we have to "work smarter" at every opportunity. ...

... (B)efore we look too far ahead, a glance over our shoulder to the past might be in order. Since the first ancient mariners so long ago set sail into unknown dangers on uncharted waters, bold and adventurous seafarers have placed their lives and fortunes in potential jeopardy with faith in the belief that either their own skills, or those of fellow mariners, would bring them safely home from the sea.

As we are well aware, for decades the safety of life at sea was solely dependent upon the existing, rather simplistic system of ship to ship communication, and mariner saving mariner. Signal flags, lanterns, and voice trumpets were eventually traded for CW, and later wireless voice communications. Today global satellite communications systems are a reality, making it possible for notification of a distress to be almost instantaneous. Our wooden pulling boats gave way to motorized craft that now include our state-of-the-art, self righting, 47-foot motor lifeboats that not only greatly enhance the chances of a successful rescue, but the safety of our boat crew as well. ... Our Breeches Buoys and surf cars have been relegated to museums, while our boats and helicopters now take on the task of perilous rescues in the best, and worst, of conditions. New search, rescue, and recovery platforms are just around the corner. ... We are looking at a variety of methods, including new air and surface technologies to modernize our ability to respond to all of our missions, including Search and Rescue.

As we quickly move toward the 21st century, it is clear that technology is on our side in the pursuit of safety of life at sea, but it remains one of the oldest and most hallowed traditions of the sea that mariners will come to the aid of others in distress. Today, our Automated Mutual-assistance Vessel Rescue system, AMVER, gives us the capability to call on about 12,000 merchant ships from 143 na-

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every hour every day around the clock and around the world

NAVIGATING THE REPATRIATION MAZE

By Maj Brenda Mangente
DPMO

You've just been released after 30 days of captivity in Serbia. What are you gonna do next? Well, before going to Disneyland, you'll need to run through a battery of tests, debriefings, and medical check-ups. Tracking the entire process and ensuring a painless transition from the initial return to the final exit are the men and women of the Joint Services Survival, Evasion, Resistance, and Escape (SERE) Agency (JSSA) Repatriation Team. Operating under a little-publicized executive agent instruction, JSSA is the manager and executor of the repatriation process. The repatriation team juggles the various responsibilities of debriefings, SERE psychological support, medical checks, family visits, and media exposure with the individual POW's well being. With almost every DoD agency and the entire press corps eager to obtain a piece of the POW experience, the team becomes more important in coordinating and completing each requirement with as little stress to the returnee as possible.

The first phase of repatriation begins at an evaluation site. Here, key medical care and SERE psychological evaluations are completed. Following this first look, the POW is expeditiously moved to a transition location. This central station becomes a busy hub as the POW completes the myriad of medical and SERE psychological checks, initial intelligence and unit debriefs, and public affairs

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FREE AT LAST!!

By Dr. Kaye Whitley
Chief, Family Support & Casualty Division
Defense POW/Missing Personnel Office

As the Family Advocate at the Defense POW/Missing Personnel Office I have participated in many repatriations from World War II, Korea, Southeast Asia, and the Cold War. These repatriations were to return the remains of servicemen to their families. Bringing them home brought the families a reason to grieve and yet brought them the peace that comes from closure. Recently I had the opportunity to participate in the repatriation of the three POWs from the war in Kosovo, a joyous experience for the soldiers and their families. This article is an opportunity to share this experience as well as observations on the repatriation process.

Travel plans were made rather quickly and it was possible to join the JSSA team in Chicago for the flight to Frankfurt. The team arrived in Frankfurt at 6:00 am, rented cars, and proceeded immediately to the hospital in Landstuhl, arriving at 10:00 am, only thirty minutes prior to the families. This experience gave new meaning to the phrase, "Hit the ground running!"

Two things made the process work extremely well. First, two SERE psychologists were pre-positioned in Landstuhl when we first thought that the Ambassador to Cypress might bring the soldiers home. While in Landstuhl the SERE psychologists laid the groundwork for the events that would

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AF RANKS PACIFIC RESCUE CENTER NUMBER ONE

By SrA Jamie Bobbitt
15ABW/PA

The Air Force recently selected the Pacific Rescue Coordination Center (RCC) as the 1999 Air Force Rescue Coordination Center of the Year.

The PACRCC is a joint Air Force-Navy organization that monitors and coordinates search and rescue efforts in the Indian Ocean and southwestern Pacific, and provides military assistance to the Coast Guard in the central Pacific. The center offers 24-hour rescue coordination capability in support of military search and rescue needs and provides humanitarian assistance to other nations.

"We primarily protect U.S. interests, but we . . . also assist any person, vessel or aircraft in distress, regardless of nationality," said Maj. Dale Weaver, PACRCC commander. In 1998, the center responded to 631 alerts ranging from ships in distress to medical evacuations. They launched 38 missions, resulting in 102 lives saved and nine others assisted to safety.

"It's a prestigious award," said SrA Sonny Kerbow, a PACRCC controller. "We saved more people this year than any other year."

PACRCC's area of responsibility is the largest of any military or civilian rescue coordination center in the world, 77 million square miles in the Pacific, Indian, South, and West Pacific oceans. One of the PACRCC's innovations was coordinating a local Special operations Command, Pacific, and PACRCC exercise. This established combat search and rescue operations for the Joint Operations Center for the first time in the Pacific Command.

Along with being the best RCC honors, the center also has two controllers of the year. Capt. Kevin Pfeil, RCC officer controller of the year, led all search and rescue controllers with 54 saves. He directed the rescue of ships and their crew members, head trauma victims, a stroke

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USPACOM PR COUNCIL TACKLES CSAR TRAINING, INTEGRATION

*By Maj Dale Weaver
PACRCC Flight Commander*

US Pacific Command recently hosted its fourth annual Personnel Recovery Council Meeting at Hickam AFB, Hawaii April 29-30, 1999. Theater-level personnel recovery issues, policies, and programs packed the two-day agenda as well as opened debates on collateral issues.

Colonel Charlie Hicks, USAF, USCINCPAC J30/0, Deputy for Operations, delivered the welcoming remarks on behalf of Admiral Dennis Blair, USCINCPAC. "Personnel Recovery," stated Col Hicks, "is a critically important mission, which improves the effectiveness of combat forces by building confidence and minimizing the risk of capture and exploitation. Because of this, emphasis on personnel recovery will continue to grow throughout DoD, especially within PACOM." Admiral Blair recently backed this philosophy by directing a comprehensive review of all CSAR pre-deployment training. As other initiatives emerge, Col Hicks stressed the major impact of Search and Rescue (SAR) in PACOM's theater engagement strategy and challenged the council members to work towards improving PACOM's joint personnel recovery capabilities.

The "challenge" resulted in spirited debates and discussions surrounding such issues as lack of airlift assets for SAR forces, delays in CSEL production, and improving the Joint Search and Rescue Center (JSRC) architecture. Training, however, would prove the dominant theme for this year's gathering.

Briefings on instructional aids for high-risk-of-capture personnel, SERE training for non-SOF Army units, new CSAR controller training program, Navy pre-deployment training, evasion aids, and SERE Intel support acted as precursors to more complex topics like more CSAR scenarios integrated in theater exercises. Receiving the most air time was the CINCPAC directive on review of CSAR pre-deployment training. Members grappled with the best way to implement the recent guidance, which also included ensuring high-risk-of-capture personnel receive both academic and field training. Though no solutions were finalized, attendees were able to pinpoint key areas of interest for follow-up in the future.

Additional agenda items proved less controversial. New personnel recovery mission soft-

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REPATRIATION

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assistance. Add to these visits from family and the media and the situation could easily spiral out of hand. No problem for the repatriation team. The group acts as nanny and bodyguard as the situation arises. Before departing for a stateside debriefing location, the POW and repatriation team representative formulate a plan of action for handling follow-on debriefings by some of the same agencies, well-wishers, and other government organizations. All through the remaining process, a team representative remains with the POW to address any problems along the way and ensure final return of the individual to their unit.

Though not specifically outlined, acting as the go-between for the POW's family becomes increasingly significant. Local or national news reports sometimes act as the only source of information on the POW, which increases the family's frustration and helplessness. Reaching out as the family's critical link to the inside world of DoD proved to be a valuable role. Providing simple historical facts and cultural background about the opposing country helped relatives understand the nature and mentality of the people. JSSA team reps stressed mental preparation and a strong support system for the families. This helped to allay the fears of some and provide an anchor for others.

For the POWs, having a structured process to follow through the repatriation process eases their return to the unit. Having a repatriation team support them the entire way is like floating on air . . . something they can do once they get to Disneyland.

NUMBER ONE

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victim on a ship, and survivors on a raft. Capt Pfeil's involvement included designing search plans, directing medical evacuations, and coordinating search and rescues.

Staff Sgt. Mark Edwards, the noncommissioned officer in charge of training and standardization for the PACRCC, is the RCC NCO controller of the year. His time-critical actions during 14 search and rescue missions resulted in 23 lives saved and three assisted. Edwards developed a life-saving plan during a medical evacuation of a Greek national suffering from a stroke 800 miles south of Diego Garcia, coordinating with Diego Garcia Harbor Patrol and an Air Force KC-10 for medical personnel to recover the patient and transport him to Singapore.

The PACRCC is a smooth operation, according to Capt Ivan Wood, officer-in-charge of controllers. The center's members keep it running 24 hours a day, seven days a week, to support their motto, "so that others may live."

ONE MORE THING...

CENTCOM C³ PR

Architecture - Coordination completed. Awaiting funding for final publication

National Intelligence

Community Support for PR

- DIA has posted a copy on INTELINK (http://delphi.dia.ic.gov/intel/world_wide/disp/dodcomspt/comspt_cov.html) and SIPR-NET (http://delphi.dia.smil.mil/intel/world_wide/disp/dodcomspt/comspt_cov.html)

JCSAR JT&E Phase 2

Reports - Signed and published. Copies mailed. CD-ROM in progress. For e-mail copies, contact mohanr@jcsar.com

High-Risk-of-Capture

Training Program - Powerpoint slides found on SIPR-NET web site: <http://www.cidss.hickam.af.smil.mil/aos/aor/html/index.html>

DoDD 1300.7 (Trng/Code of Conduct) - The latest revision of this directive is in the Office of the ASD(ISA) awaiting his signature to go out for final coordination.

New DoDI on Repatriation of POWs and Missing Personnel

- Currently at the Office of the ASD(ISA) for signature, then final coordination.

New DoDI on Unconventional Assisted Recovery

- Initial draft sent to select action officers in the recovery community for comments.

RESCUE COURSE TO THE RESCUE

By GW Satterfield
C² Warrior School, JCSARCC

Learning the ropes of search and rescue (SAR) can be a daunting task for a personnel recovery neophyte. The Command and Control (C²) Warrior School in Hurlburt Field, Florida makes their entry into the SAR world easier with the Joint Combat Search and Rescue Coordinator Course (JCSRCC). The Air Force transferred the course from the National SAR School at Yorktown, Virginia in October 1998 to the Florida schoolhouse and added enhancements suggested by the recently completed three-year Joint Combat Search and Rescue Joint Test and Evaluation conducted at Nellis AFB, Nevada.

The course is four days long and taught four times a year at Hurlburt Field, Florida. Classes are currently scheduled for 15-18 June 99, 27-30 July 99, 16-19 November 99, 18-21 April 00, 8-11 August 00. USAF, USMC, Navy and Army instructors assigned to the C² Warrior School teach the course, covering lessons ranging from each Service's doctrine and Joint Air Operation Center (JAO C) to communications and quick reaction procedures. On the last day, students test their new skills in a mini-joint rescue exercise that brings together the concepts and practices of the preceding three days.

The JCSRCC is designed for officers and NCOs from all services but focuses primarily on personnel en route to worldwide search and rescue centers, CSAR contingency operations, CSAR exercise positions, or CSAR-related command and control duties.

"The new course is a great addition to the Center," said Mr. GW Satterfield, JCSAR instructor and member of the Command and Control Warrior School. "The course provides standardized C² training for rescue personnel across DoD, which is critical when you bring men and women from the different services together in the joint rescue center. It proved to be such a good building block that a portion of the course has been added as a rescue track in another premier course at our school, the Joint Aerospace Command and Control Course (JAC²C)." Mr. Satterfield adds that since its inception, the course has benefited from the students' varied experiences. This only adds to the quality of the four-day course, keeping the class on track with current events and practices.

If anyone is interested in attending the Joint Combat Search and Rescue Coordinator Course, contact Capt Will Warbington, Joint Combat Rescue Agency, Operations and Training Division, at DSN 574-9637. The course number is E5AZGIC371 002, PDS CODE 7G5-DOD250. There are no prerequisites. Additional info may be obtained from the JCSRC Course Director, GW Satterfield, C²WS at DSN 579-6981.



PACOM PR COUNCIL

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ware was briefed and set for testing at PACOM's exercise NORTHERN EDGE in Feb 2000. The software automates all processes in the JSRC and hopes to improve the C⁴I structure through efficiency of operations. Alaska's premier exercise, COPE THUNDER, also plans to showcase the new wave of exercise planning with this year's primary focus on CSAR. SOCPAC Personnel Recovery Council minutes were also presented and related issues integrated into this year's forum. Wrapping up the council's docket was USARPAC's layman's orientation of the Army CSAR business.

Maj Neal Carbaugh, USCINCPAC J311, PACOM's personnel recovery Action Officer, and chairman of the meeting, credits all the attendees with the successful outcome of the meeting. Final minutes of the entire personnel recovery council meeting can be found at the following web site: <http://www/2.cidss.af.mil/aos/aor/html/index.html>

ARMY DESIGNATES POC FOR PERSONNEL RECOVERY MATTERS

By Col Mel Richmond
DPMO

On May 11, 1999, the Director of the Army Staff designated the Operations, Readiness, and Mobilization Directorate (DAMO-OD) of the office of the Deputy Chief of Staff for Operations and Plans (DCSOPS) as the office of primary responsibility (OPR) for personnel recovery in Headquarters, Department of the Army.

The Army has divided the specific responsibility for different aspects of recovery among appropriate parts of the staff. DAMO-TR handles the training aspects, DAMO-ODO has the operational part of recovery, MOSO-SOD deals with the Special Operations Forces-specific aspects, DAMO-SS is concerned with Plans, TMO handles the Special Access Programs, and the Assistant Secretary of the Army (Manpower & Reserve Affairs) is the lead office for policy issues for personnel recovery. Designation of a single OPR will not affect the responsibilities of the various staff elements. All staff proponents will retain responsibility for their specific aspects of personnel recovery, but the OPR will coordinate within the Service headquarters, and will serve as the single point of entry for recovery-related matters to the Army staff.

The primary point of contact in DAMO-OD for personnel recovery matters is Major Mark Lindon, (703) 695-4695, (DSN 225). His unclassified e-mail address is agstenos@hqda-aoc.army.pentagon.mil. Major Lindon's classified e-mail address is agdt@hqda.army.smil.mil.



FREE AT LAST!!

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take place later. Another extremely fortunate circumstance was that the psychologist stationed at Landstuhl, Dr. Fred Brown, is SERE trained and familiar with the repatriation procedures. Dr. Brown's training and understanding served us well throughout the process.

Our challenge was to complete medical requirements as well as intelligence and psychological de-briefings for the soldiers while still giving

them time to rest and time to spend with their families. The debriefings followed interspersed with visits from the President, four-star generals, and other high-level dignitaries. Additionally, an awards ceremony was also scheduled into the very busy week.

Representing DPMO as the Family Advocate, it was important for me to focus on the families in regard to the repatriation process. Observing and interacting with the soldiers and their families would provide first hand knowledge that would affect future policy regarding the entire repatriation process, from notification to repatriation.

An interview format was designed to provide a consistent instrument for collecting information from the families of the former POWs. Questions focusing on notification procedures, information flow, and conduct of the repatriation were presented to each family. After collecting the responses from the three families, we summarized the findings and presented the summary to the entire group to ensure all agreed with its content. We then remitted these findings into recommendations for future repatriations.

Part II of Dr Whitley's article, Lessons Learned, will appear in the Jul-Sep Issue of this Newsletter.



PR CONFERENCE

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office.

This year's conference will center on functional briefings (e.g., acquisition & technology panel, intelligence panel, joint training panel, etc.). Participants should keep in mind that the conference will focus on policy-level issues, not operational. There are other forums that will address operational issues. We ask that you keep this in mind as the facility can only accommodate 140 participants.

As with prior conferences, the primary goal of this year's conference is to build upon the success of the 1998 conference and continue increasing the awareness of personnel recovery. Our objective is to stimulate an exchange of ideas that will frame an aggressive DoD strategy to take recovery into the next century. DPMO will provide an update on the status of our personnel recovery mission area analysis effort and seek your ideas and comments on our direction. DPMO and conference participants will examine recovery issues, discuss their current status, and find solutions or recommend courses of action for those requiring resolution at the DoD level. We plan to spend a significant amount of time discussing lessons learned from recovery activities in Operation JOINT FORCE. We encourage the commands, offices, and activities that have participated directly or indirectly in these operations to volunteer to present their lessons learned to the conference.

We are developing goals and the agenda for the conference now. If you have any suggestions, please contact us ASAP, but not later than July 1. POCs are Maj Mangente ((703) 602-2202, x 213/DSN: 332-XXXX, mangenteb@dpmou.policy.osd.mil) or Maj Gilk ((703) 602-2202, x 215/DSN: 332-XXXX, clairg@dpmou.policy.osd.mil).

COMACC's DoD Personnel Recovery Realignment Initiative

Part 2: Establishing a "Normal Staff Process" for PR - The Joint Staff

By Mark A. Fowler, Jr.

In cooperation with JCRA, JSSA, and AF/XOOP

(This article is Part 2 of a five-part series intended to provide a PR realignment update from an ACC/JCRA perspective. Part 1 dealt with the inadequacies of the current staff process for PR. This issue examines the existing Joint Staff personnel recovery efforts and recommendations. The introductory article can be found in Issue 5, January-March 99 edition.)

Responsibilities

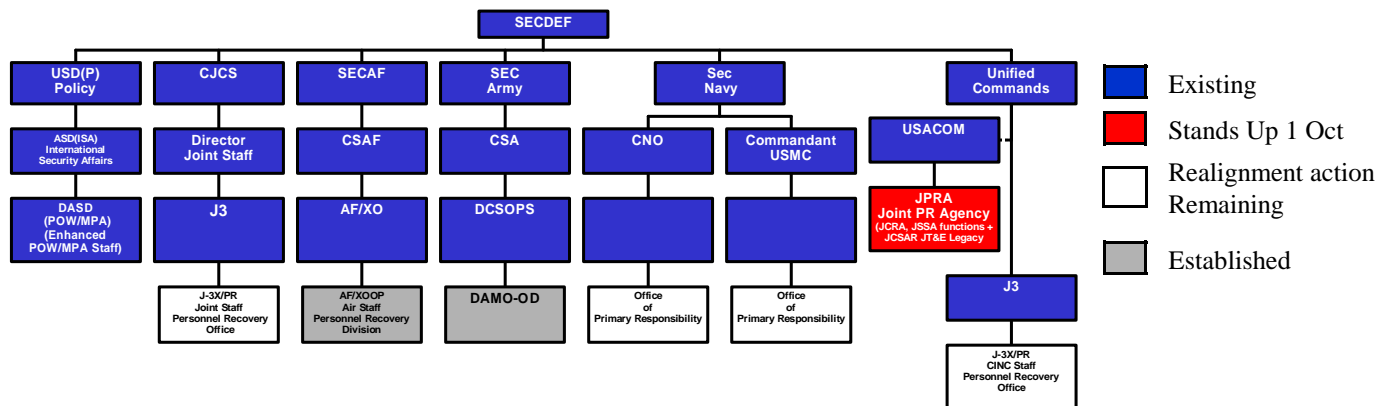
DoD Directive 2310.2, "Personnel Recovery," June 30, 1997, defines the personnel recovery mission area and establishes written policy on what encompasses the total personnel recovery mission area. In this document, the Chairman of the Joint Chiefs of Staff (CJCS) is tasked with the following basic responsibilities:

- Coordinate operational implementation of personnel recovery by the Combatant Commands.
- Develop, maintain, and approve joint personnel recovery doctrine for the recovery of U.S., allied, coalition, friendly military, and/or paramilitary personnel.
- Ensure the JROC process reviews personnel recovery requirements.
- Support the DoD Executive Agent (EA) for personnel recovery, and establish clear, direct, and expeditious lines of communication between the CJCS and EA action offices. (Note: Current EA for personnel recovery is the SecAF; EA action offices are lines of communication between the CJCS and EA action offices. EA action offices are the JCRA and JSSA)

Current Capabilities and Limitations

A dedicated office on the Joint Staff does not exist to adequately staff these personnel recovery actions. In recent years the Joint Staff's J33 Special Operations Division (SOD) has been tasked to perform and oversee Joint Staff personnel recovery operational functions on behalf of the CJCS, while the Joint Staff J7 is responsible for the mechanics of publishing Joint publications dealing with personnel recovery. The newly published CJCSI 3270.01 further diffuses Joint Staff personnel recovery responsibilities by tasking the Joint Staff J8 with integrating personnel recovery operational requirements and the Joint Staff J5 with integrating personnel recovery policy-level issues. Despite adding responsibilities to other Joint Staff Directorates, we in ACC believe the Joint Staff management of personnel recovery remains woefully inadequate. Within J33 SOD, only a three-person Air Branch is responsible for working personnel recovery issues. Of these three, only one actively works personnel recovery issues albeit on a part-time basis. All three action officers have aviation backgrounds, while none have specific expertise in CSAR or SERE — two key elements of personnel recovery. A similar situation exists within the Joint Staff J5 and J8 where functional personnel recovery expertise is nonexistent. This lack of a single, dedicated, and clearly focused Joint Staff personnel recovery office and reliance on J33 SOD has resulted in numerous personnel recovery issues and initiatives being incompletely staffed, given little priority status, delayed, or left unsupported.

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Personnel Recovery Realignment Current Status

No significant change since Issue 5. The chart above reflects the current status of the COMACC-initiated Personnel Recovery Realignment Initiative and two major milestones: stand-up of the new Air Staff Personnel Recovery Division (AF/XOOP); and CJCS endorsement/SecDef approval of a Defense Reform Initiative Directive (DRID #29) recommendation to establish a Joint Personnel Recovery Agency (JPRA) under USACOM.

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PERSONNEL RECOVERY IN THE JOINT STAFF

The following examples illustrate important personnel recovery issues that the Joint Staff could accomplish more efficiently (and benefit tremendously) with a dedicated personnel recovery office.

They include responsibilities specifically identified and/or derived from DoD Directive 2310.2.

- Provide and review personnel recovery inputs to the JROC (Joint Requirements Oversight Council) process
- Provide and review personnel recovery inputs to the JMRR (Joint Monthly Readiness Review) process
- Provide and review personnel recovery inputs to the JWCA (Joint Warfighters Capabilities Assessment) process
- Develop, coordinate, and revise CJCS personnel recovery instructions on a timely basis
- Develop, coordinate, and revise personnel recovery-related Joint Publications on a timely basis
- Coordinate DoD personnel recovery-related directives on a timely basis
- Staff sensitive CINC Unconventional Assisted Recovery Mechanism (UARM) requirements
- Provide functional, dedicated personnel recovery expertise in support of real-world personnel recovery operations
- Provide personnel recovery expertise and representation for Joint Staff Crisis Action Team (CAT) in support of CJCS
- Review CINC OPLAN/CONPLANS to ensure personnel recovery areas and concerns are adequately covered, defined, and coordinated
- Review Force Employment/Flexible Deterrent Options (FE/FDO) plan inputs to J3/JOD (Joint Operations Division) and J8 to ensure personnel recovery assets are properly flowed
- Review personnel recovery Intelligence, Surveillance, Reconnaissance (ISR) requirements to J2 to ensure personnel recovery concerns are covered to support operations.



In the meantime, personnel recovery requirements and functions have rapidly expanded from “as required” to “must do” responsibilities through DoD Directive 2310.2 and CJCSI 3270.01. This has occurred at the same time J33 SOD’s special operations demands have grown and manpower has been reduced. As a result of this high operations tempo, SOF units cannot provide adequate attention and focus on personnel recovery. Personnel Recovery is not a primary SOF mission—it is a collateral activity. It was precisely this reason the 1995 CORM Report recommended to the SecDef, “that sufficient CSAR capability be provided for ongoing operations without using special operations forces.” SOF forces had been inundated with responsibilities that were not their primary job. Although the CORM specifically identified the words special operations “forces,” a logical extension of the CORM’s intent would be to also relieve special operations “staff” (i.e., J33 SOD) from the requirement to perform personnel recovery staff functions. At the OSD policy level, this “staff” transfer already occurred in August 1996 when personnel recovery responsibilities moved from ASD/SOLIC (Special Operations Low Intensity Conflict) to ASD/DPMO (Defense POW/Missing Personnel Office). In effect, DPMO became the single consolidated office in OSD responsible for all matters pertaining to personnel recovery. (Note: This is in stark contrast to the new CJCSI 3270.01’s diffusion of personnel recovery responsibilities within the Joint Staff.) At the Service headquarters level, the Air Force also recognized the problem, and in October 1998, relieved its Special Operations Division (XOOS) by establishing a new, dedicated Personnel Recovery Division (XOOP) to handle all personnel recovery staff responsibilities for the Air Staff.

Personnel Recovery Realignment Initiative Recommendations

In view of recent Congressional, OSD, and CJCS actions, it is quite clear that a sharply focused, dedicated Joint Staff personnel recovery office is essential to properly execute the responsibilities and perform the functions listed above. The 1995 CORM Report clearly supports the need to establish a separate, focused, and dedicated Joint Staff personnel recovery office and relieve J33 SOD of handling the brunt of personnel recovery staff actions. Moreover, a dedicated Joint Staff personnel recovery office will be a key element in tying OSD, CINC, and Service personnel recovery offices together into a cohesive entity as OSD’s goal of, “Building a fully integrated personnel recovery architecture by the Year 2003” is realized. We believe that a Joint Staff personnel recovery office could function very similar to the newly established Joint Staff J-34 Combating Terrorism Deputy Directorate, discussed earlier in the January-March 99, Issue 5, Part 1 of this series.

We should reemphasize that the DoD personnel recovery realignment initiative does not advocate establishing large personnel recovery staffs across DoD, nor does it seek the funding seen on the scale of Special Operations or Force Protection/Combating Terrorism. What the DoD realignment does advocate is the “proactive” establishment of dedicated, clearly focused personnel recovery staffs. These personnel recovery staffs should be sized and tailored to accomplish DoD and CJCS-mandated requirements, satisfy Congressional intent and more importantly, support the needs of the combatant theater CINCs. It is a small investment that will pay huge dividends in the future. Not only will it enhance this Nation’s ability to bring its people home alive; it will clearly demonstrate the high priority and moral commitment we have towards human life. The time to establish a dedicated Joint Staff personnel recovery office is now. Once again, it is the right thing to do.

Next Issue: Part 3 - The CINCs

THE COAST GUARD PERSPECTIVE

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tions that have volunteered their services to respond to distress calls wherever their voyages lead them, anywhere in the world. That's a world-wide Search and Rescue fleet of about 2,900 ships daily that are ready to conduct a search, pull survivors from a life-raft, or provided lifesaving medical attention.

As a matter of fact, over 219 lives were saved by AMVER in 1998.

This leads me to a couple of particular concepts that I wanted to share with you today. The first is the truly global nature of the Search and Rescue. Viewed as a whole, the entire system of systems, our current world-wide SAR system is indeed an extremely powerful and potentially invaluable tool that we in this international search and rescue community can and must use to further our most fundamental goal, to save lives at sea. Considering the global support, acceptance and momentum in Search and Rescue, we here today, and our counterparts throughout the world, cannot, and must not, let surmountable technological, political, organizational or infrastructure problems stand in the way of enhanced maritime safety. We must work together to take the high road. We must honor the humanitarian public trust that has been placed in all of us and our maritime nations. That trust places upon us the high moral obligation to assist and guard our mariners, and those who sail our waters, and the oceans of the world to the best of our ability. We must use our leadership, management and organizational skills as effectively as any of our other lifesaving tools such as high-tech helicopters, ships or life-boats. One particular potential problem that we in the Coast Guard have focused on is "Y2K". We are sure as we can be that our vital Search and Rescue programs and systems will continue to function on January 1st, 2000, and beyond.

Another concept that I would like to discuss for a moment is that Search and Rescue is only a piece of the intricate tapestry of global maritime safety. It has been my great privilege to be intimately involved with the work of the International Maritime Organization, which is a specialized agency of the United Nations. The IMO has made great progress over the years to promote high standards of professionalism and technical competence among merchant mariners throughout the world. This is certainly looking beyond the bounds of the traditional view of the world of Search and Rescue, but I think the relationship is clear.

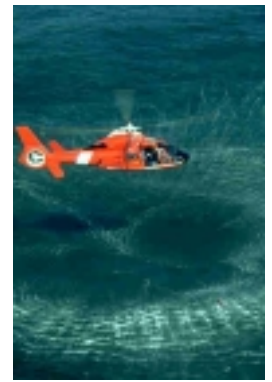
There are really two parts to the safety equation . . . prevention and response. If a SAR case can be resolved before it even starts, through either voluntary or regulatory preventive actions, so much the better. I'm sure that the U.S. Coast Guard is not unique in our need and desire to reduce the workload of our boat crews and air crews, as well as conserve scarce Search and Rescue resources. With that said, even with the most effective prevention program possible, there will always, unquestionably, be a need for a highly capable "response" capability, namely Search and Rescue. I think it is very timely and appropriate that we have begun to open new doors between the prevention and response sides of maritime safety. Our Marine Safety and Recreational Boating Safety Programs continue to deliver the safety message to the potential customers of SAR program. Another initiative that shows particular promise is the Coast Guard partnership agreement with the International Council of Cruise Lines, ICCL. Under this agreement, both our regulators and our operators routinely meet with members of industry to resolve issues and discuss potential areas of cooperation. This has recently included a cooperative effort for the development of joint Search and Rescue plans between the Coast Guard and cruise lines, as well as a program of Search and Rescue Exercises involving the Coast Guard and industry.



Of course, despite futuristic technology and extensive prevention programs, the frantic call from the mariner in distress in stormy weather at 0200 is inevitable. When that call comes, we must have the hardware and human resources to respond . . . but there is something else that we need, and that is the professional judgment and skills that we sometimes refer to as "the Art of Search and Rescue." (Note: We will include a copy of the text of a briefing by the Chief of the National SAR School on the Art of SAR in our next issue.) I'm very pleased to see that this side of SAR will be discussed from a variety of perspectives during the remainder of the conference. It is easy to become distracted by the latest tools and technology, but the hardest SAR cases rely on sound judgment, thorough planning and timely decisions by our Search and Rescue professionals. It is incumbent upon us as managers and leaders to make sure that our Rescue Coordination Center staffs and other Search and Rescue Personnel have the very best training and preparation that we can provide.

In conclusion, as we look toward the future of Search and Rescue, we must consider some of the very real challenges that are obviously before us. The world's merchant fleet is getting larger, with bigger, faster, more technology-dependent ships. Passenger ships are also increasing in size and number. How WILL we handle a major casualty on a 3,000-passenger cruise ship? We will certainly find out about the problem quickly, as our Rescue Coordination Center becomes inundated with phone calls and e-mails directly from the passengers through their personal satellite communications services. Not to mention the current public and media expectation of immediate resolution of even the most complicated case. Add to that a growing recreational vessel fleet, and it is easy to see that we indeed need to "work smarter" without forgetting our basic goal.

We must constantly remind ourselves during our discussions here during the next two days that our primary goal must remain the saving of human lives, and safety of life at sea. "Always Ready, So That Others May Live" must be our constant guiding principle.



Calendar of Events

COPE THUNDER

FY99-4

Elmendorf AFB, AK &

Eielson AFB, AK

USCENTCOM PR COUNCIL

(11-24 Jul)

TRAILBLAZER 2000

Location TBD (18-29 Oct)

DoD PR

CONFERENCE

Ft Belvoir, VA (Est. 26-28 Oct)

FOAL EAGLE FY00-1

Osan AB, SKor

HONG KONG

SAREX FY00-1



DPMO continues to solicit articles for future newsletters. If you are interested in contributing your activities, lessons learned, unique ideas, etc., please fax, e-mail, or mail copies to any of the POCs listed below.

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Mr. Jay Basham	Senior Intelligence Officer	(703) 602-2202 ext 232	bashamj@dpmou.policy.osd.mil	bashamj@dpmos.policy.osd.pentagon.smil.mil

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Label